



The webinar will start shortly

If you have any questions during the presentation, you can type them in the chat.

Hudson Reward Surveys 2024

Fevia

 hudson



Hudson Reward Surveys 2024

Kick-off webinar

Participating companies



Frozen Belgian Waffles

Roger & Roger
A FAMOUS NAME IN SNACKS

Agristo
we love potatoes



Viangro



PREMIUM BELGIAN WAFFLES



BREAKFAST CEREALS



Leonidas
The Preferred Belgian Chocolates



PEPSICO



Innovators in tasty pleasures

BAKER & BAKER



Natra

Vandemoortele
shaping a tasty future



SYNACO
GOOD TASTE, NATURALLY



TARTES
Françoise



Tradition for Today

Clarebout

FROZEN POTATO PRODUCTS



Gramybel

SOLINA



LIBEERT
BELGIAN CHOCOLATE CREATORS
SINCE 1923



MASELIS
ANNO 1829



terbeke
driven by the zeal for your everyday meal



Gramybel

SOLINA



MASELIS
ANNO 1829



Lantmännen



d|arta
frozen food
It's a green green world

Belgian



MANUFACTURE
Belge de Chocolats



GUDRUN GROUP
belgian chocolates solutions



BISCUITERIE
JULES DESTROOPER
SINCE 1886 BELGIUM

FUJI OIL EUROPE
ADDING VALUE TO EVERY RECIPE

Reward Management: Our Solutions



HR & Reward Strategy

Strategic Reward Workshops to align the HR Strategy with the organisational strategy.



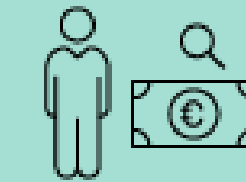
Job Design

Design a future proof, uniform set of job descriptions which will be the basis for various HR processes.



Job Grading

Using the Hudson 5 + 1 Compas® methodology, the added value of each job within an organization can be evaluated and valued.



Benchmark

Comparing the remuneration positioning of individual employees with a preferred reference market.

Opinion Leadership



Reward Consulting

Development of an organisation's specific salary structure and salary evolution systems.



Performance Management

Elaborate the architecture for feedback and performance management processes tailored to the organisational culture and strategy.



Tools & Training

Compas
Reward Architect



Tailormade Solution

Tailor our solutions via cocreation and manage the project to implement the solutions step by step applying change management.

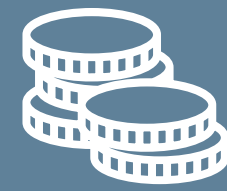
Hudson Reward Surveys Overview

Hudson conducts several Reward Surveys every year...



White collar

232.032 observations
807 organisations
289 reported jobs



Financial Services

39 657 observations
48 organisations
99 reported jobs



Tech

41 301 observations
129 organisations
139 reported jobs



TopEx

1.726 observations
307 organisations
21 reported jobs



Blue collar

59.920 observations
224 organisations
33 reported jobs



Interim

7 868 observations
37 organisations
18 reported jobs



Legal

2 472 observations
40 organisations
24 reported jobs



Safety Health & Environment

2.794 observations
9 organisations
19 reported jobs

Why participate in 2024 ?

- Are you asking yourself questions about the current salary level offered to your employees compared to the market?
- Are you experiencing issues regarding the retention and attraction of employees and are the causes often related to reward?
- Are you receiving questions/complaints from your employees regarding their level of remuneration?
- Do you want to improve your Employer Branding by working on financial recognition, but you don't have any comparators.
- Do you want to promote internal and external equity?



Why participate in 2024?



— In preparation for the EU Pay Transparency Directive (2026)

— According to this directive EU companies will be required to share information about how much women and men are paid for the same kind of work.

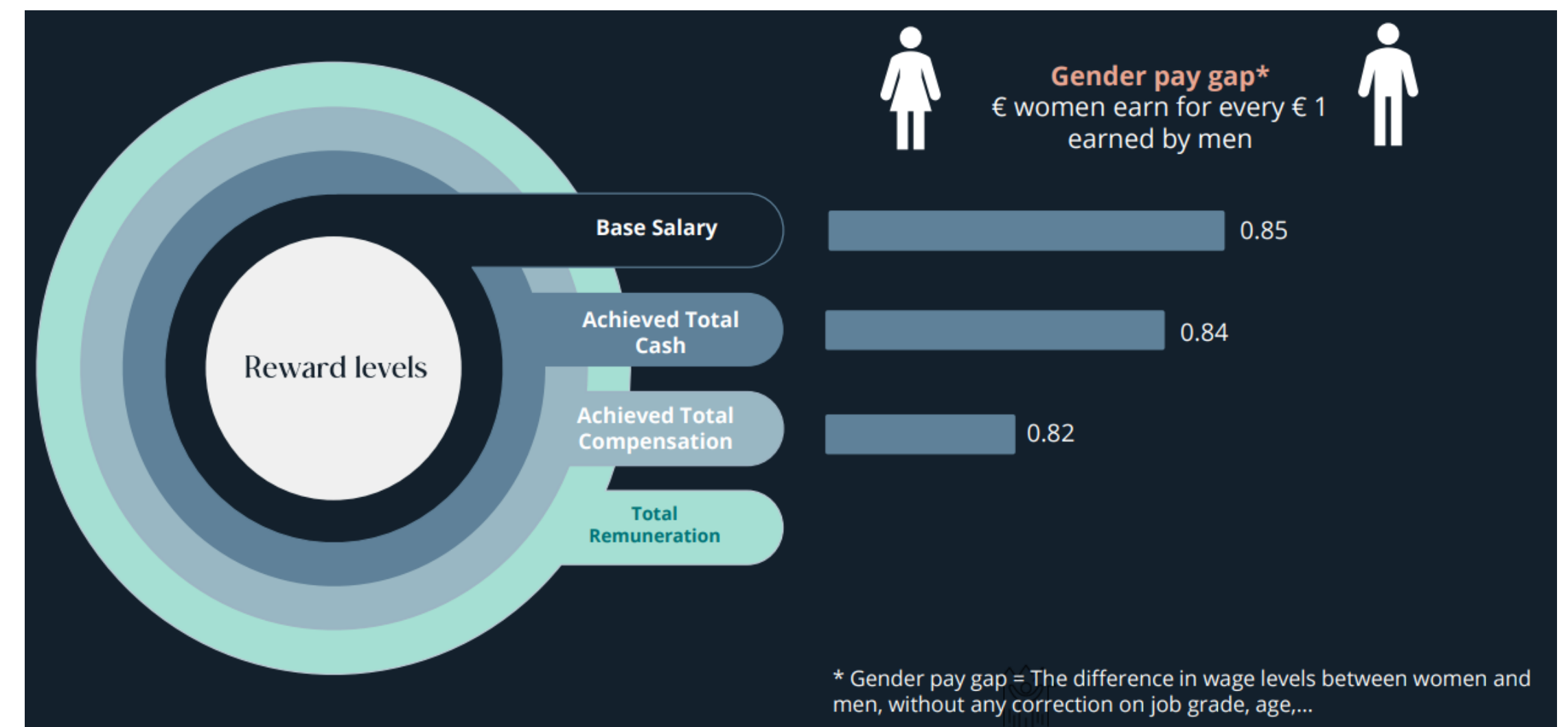
— Does their gender pay gap exceed 5%? Then they will have to take action, or penalties, that will include fines.

— Is there a gender pay gap within my organisation?

— Identify the potential current gender pay gap based on objective data and statistics

— Objectivity in the evaluation of jobs

— **Equal Pay Benchmark m/f/x (NEW)**





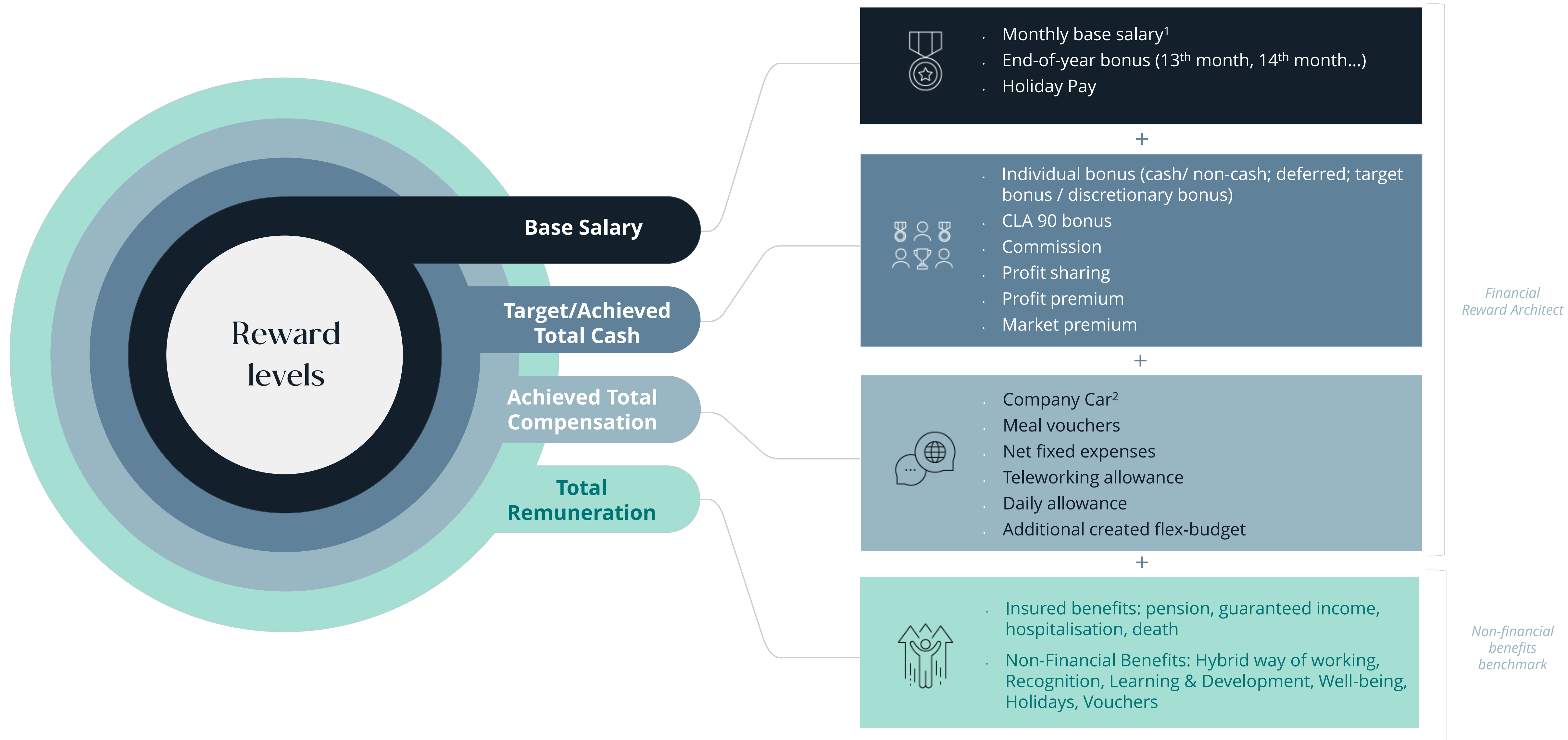
What do I get in return?

In return, ...



- Be part of the extensive HR community participating in the salary survey **for free** and, therefore, **stay informed about reward market trends in Belgium** when the results are communicated.
- **Know the positioning of your organisation and your white- and blue collars** compared to the Belgian market by receiving a salary benchmark report.
- Receive a free report on premiums (for blue collars)
- **Obtain a 20% discount** to access the tool containing the most representative salary database in Belgium and thus be able to:
 - Evaluate the positioning of your employees compared to the relevant reference market.
 - Identify actions to strengthen your attractiveness as an employer through competitive salaries (talent retention and attraction).
 - Increase/ensure external and internal equity in your salary policies

What do I get in return?



¹ Copyright fees included

² Sponsored car belonging to the job provided by the employer via purchase, leasing,... or included in a cash/ flex/mobility budget.

What do I get in return?



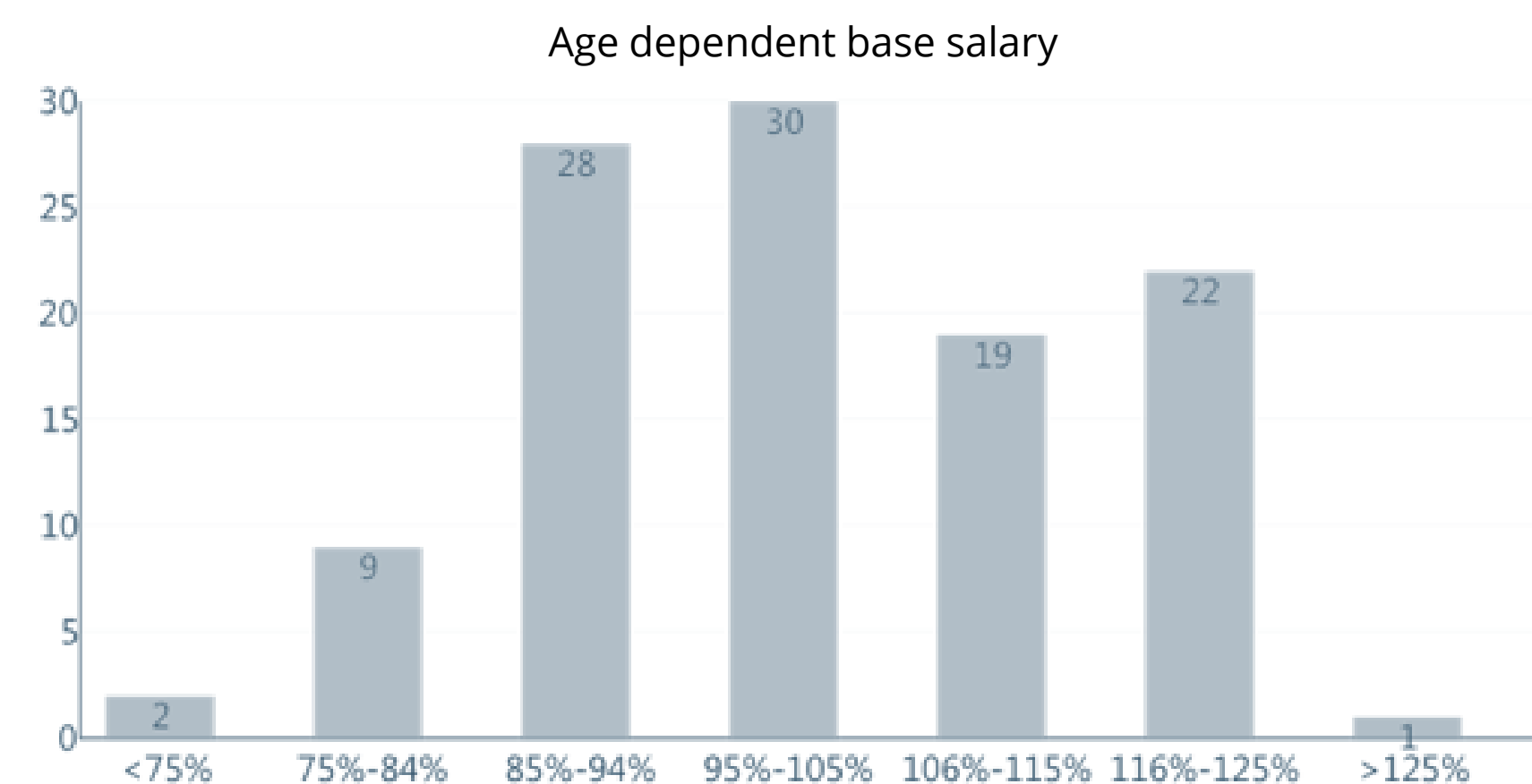
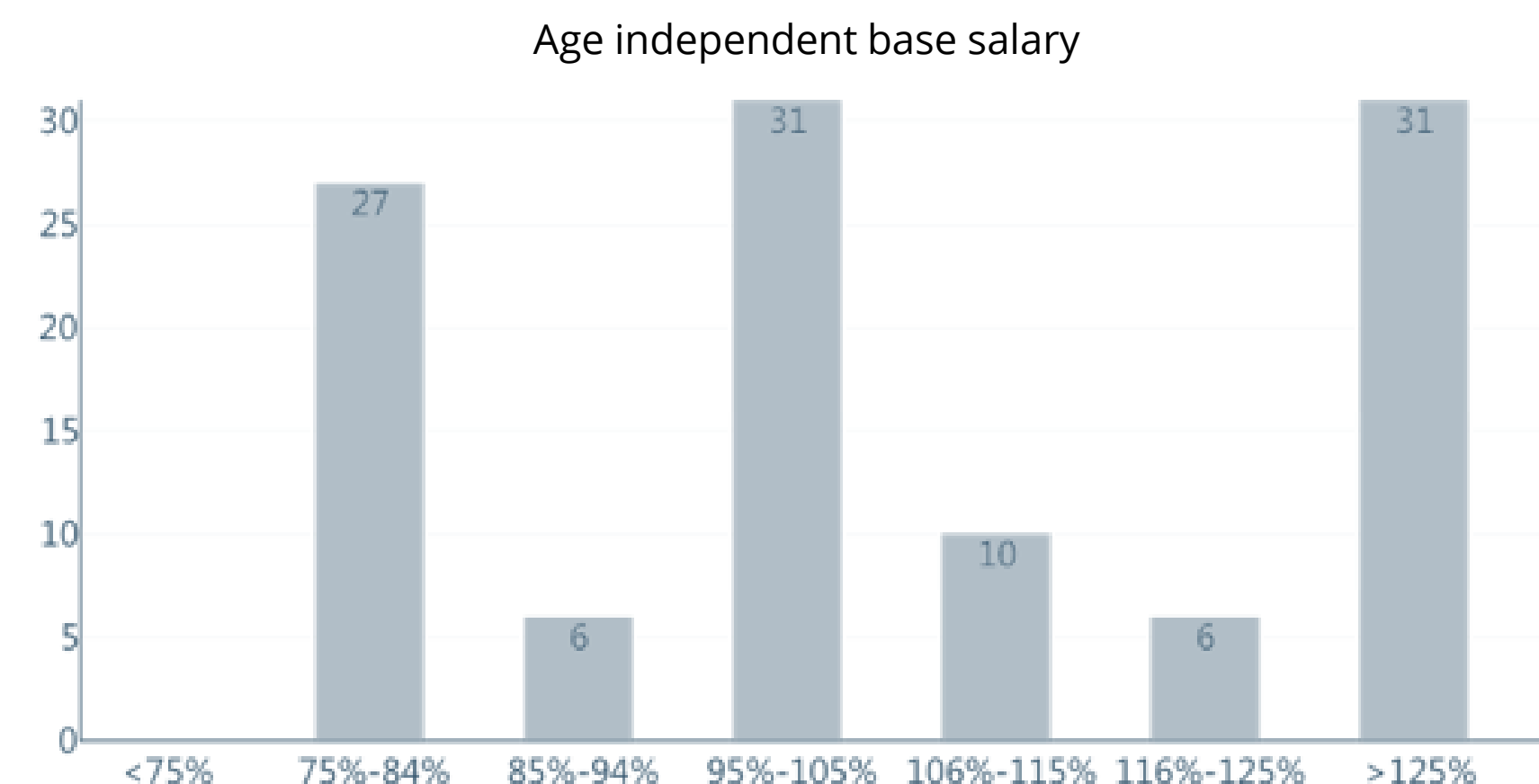
Distribution of employees

- ✓ Salary benchmark report: positioning of your Jobs on the Belgian Market
- ✓ Personal explanation

Summary		
Component	Age independent	Age dependent
Base Salary	110%	114%
Target Total Cash	106%	108%
Achieved Total Cash	109%	109%
Achieved Total Compensation	113%	109%

Component	Age independent						
	<75%	75%-84%	85%-94%	95%-105%	106%-115%	116%-125%	>125%
Base Salary	0	6	2	1	2	2	7
Target Total Cash	3	4	2	0	4	1	6
Achieved Total Cash	2	4	2	0	3	2	7
Achieved Total Compensation	3	2	2	2	2	3	6

A C/R between 95% and 105% means the remuneration is in line with the market



What do I get in return?



Department level

	Base Salary		Target Total Cash		Achieved Total Cash		Achieved Total Compensation	
	C/R AI	C/R AD	C/R AI	C/R AD	C/R AI	C/R AD	C/R AI	C/R AD
ADMINISTRATION	116%	114%	113%	108%	113%	110%	115%	109%
HUMAN RESOURCES	90%	91%	83%	83%	82%	83%	95%	94%
MARKETING	80%	N.A.	69%	N.A.	175%	N.A.	166%	N.A.
FINANCE	97%	114%	91%	108%	92%	109%	90%	110%
R&D	140%	133%	133%	122%	133%	122%	150%	151%

Job level

	Base Salary		Target Total Cash		Achieved Total Cash		Achieved Total Compensation	
	C/R AI	C/R AD	C/R AI	C/R AD	C/R AI	C/R AD	C/R AI	C/R AD
EXECUTIVE ASSISTANT	83%	99%	81%	95%	81%	95%	64%	73%
SALES EXECUTIVE	80%	N.A.	69%	N.A.	175%	N.A.	166%	N.A.
HR MANAGER	121%	114%	118%	110%	117%	110%	118%	112%
FINANCE MANAGER	79%	95%	71%	85%	71%	85%	75%	83%
HR BUSINESS PARTNER	125%	119%	115%	108%	117%	110%	122%	113%
DEVELOPER	82%	102%	79%	98%	79%	97%	60%	70%
HR COORDINATOR	97%	114%	91%	108%	92%	109%	90%	110%
SOFTWARE ENGINEER	144%	127%	140%	123%	140%	123%	138%	123%
CALCULATOR	140%	133%	133%	122%	133%	122%	150%	151%
RECEPTIONIST	90%	91%	83%	83%	82%	83%	95%	94%
MARKETING OFFICER	78%	90%	76%	86%	75%	86%	74%	83%

A C/R between 95% and 105% means the remuneration is in line with the market



Sample Results

2023 Generic Salary Survey | *Results

RESTART

PREVIOUS

EXPORT

i Below you will get the possibility to consult the age independent and dependent results and the sample composition. If you dispose of the advanced version, you can also consult the individual compa-ratios and a summary of the individual compa-ratios. If there are no results to display for a certain part, the tile with a greyed out background will be displayed. On the left you will again see an overview of the selected criteria for your sample.

Sample name **i**

(3) Administrative Employee (-,=,+)



Sample details

2023 - Generic Salary Survey

Jobs

Administrative Employee



Domains



Market refinements



[Edit employees](#)

Monthly basis

13.92

Reference point

50

AGE INDEPENDENT



Base Salary	€ 3,456
Target Total Cash	€ 3,535
Achieved Total Cash	€ 3,535
Achieved Total Compensation	€ 3,921



AGE DEPENDENT



SAMPLE COMPOSITION



INDIVIDUAL C/R



SUMMARY

Webinar

An in-depth presentation of the reward market trends 2024.

Duration: 1 hour

Timing : September - November

Type of analyses:

- Analyses within the sector
- Base salary
- Variable pay
- Extra-legal benefits
- Starter wages
- Mobility budget
- DEI
- ...



Kick-Off Meeting



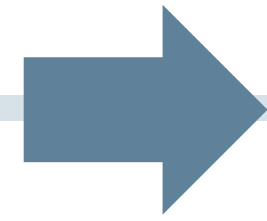
Process

Process Reward Survey



1. Preparation

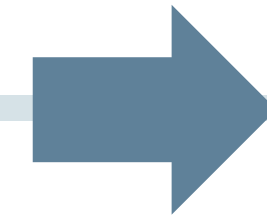
Creating/updating the questionnaire, job grading guide and policy report.



2. Start data-intake

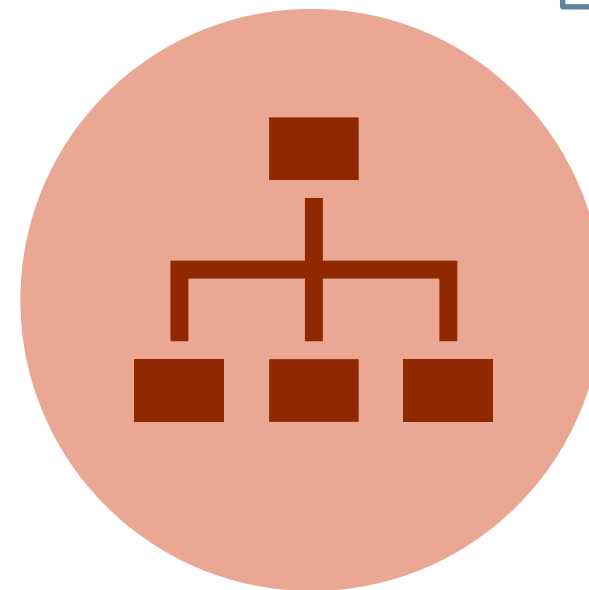
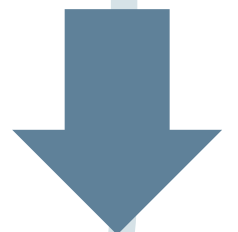
Hudson contacts all organisations in scope of the survey.

Reference date:
1 april 2024



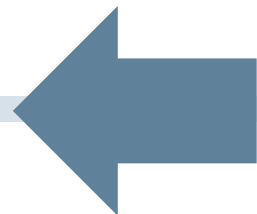
3. Questionnaire

Hudson assists the participating organisations with filling in the questionnaire.



5. Results

Presenting of the results of the survey and reporting the database.



4. Data Analysis & Processing

Quality check of the provided data.
Thorough analysis on the final dataset.



HUDSON GUARDS

- **The confidentiality of the data**
- **The authorisation to access the data**
- The dominance of one organisation
- The representativeness of the data



HUDSON QUALITY

- Checking the intake files on inconsistencies
- Contacting organisations in case of questions regarding intake files
- Collecting enough data which allows for qualitative and representative reports

Data Submission template



Salary components

COMPANY DATA

General company data

Company name of the entity

Number of employees, in active service on 1/4/2022 (in Belgium - in FTE)

Number of employees, in active service on 1/4/2022 (at group level - in FTE)

Sector

Region

Annual turnover of the entity in 2021 (for Belgium)

Annual turnover of the group in 2021

Subsector

EMPLOYEE DATA

ID	Sex	Location	Joint Committee	Date of birth	Year of hiring	Diploma
Remarks						
Checks	OK	OK	OK	OK	OK	OK
Example 123	F	Ghent	200	1971	2007	Lic. Economy + MBA
ID	Sex	Location	JC	Year of birth	Year of hiring	Diploma

FIXED REMUNERATION

Gross monthly salary in April 2022	% employment	End-of-year bonus (attractiveness premium incl.)	Monthly basis (end-of-year bonus, single and double holiday allowances incl.)
Paid gross monthly salary in April 2022 (in FTE)	All data is requested in FTE	End-of-year bonus for 2022 (In FTE) Including the part included in the variable remuneration.	e.g. 13.92
OK		OK	OK
13.800,00	100	13.800,00	13.92
Gross fixed monthly salary	% employment	End-of-year bonus	Monthly basis
	100		
	100		
	100		
	100		
	100		
	100		
	100		
	100		
	100		
	100		

Remark: All data are transferred through a secure platform (SendSafely) and maintains the confidentiality within the organisation. Only the people who work with this data have access to this information.

The 4 pillars of the Job matching process



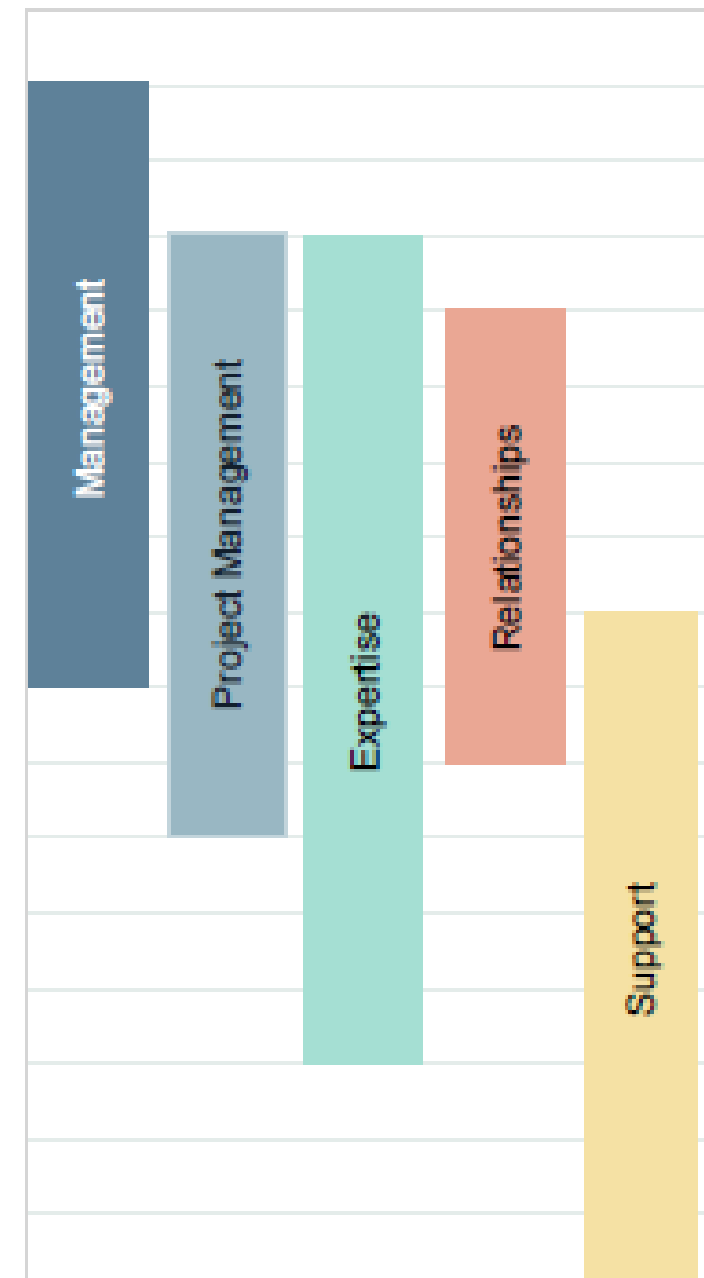
20 DOMAINS

The domain is the specific field/subject area in which a job is performed. They are vital for an initial quick job classification based on content-related similarities.

- Administration
- Agile
- Construction
- Consultancy
- Customer Service
- Engineering
- Facilities
- Finances
- General Direction
- Healthcare
- Human Resources
- ICT
- Marketing
- Manufacturing & Maintenance
- R&D and Quality
- Safety, Health & Environment
- Sales
- Services
- Staff
- Supply Chain, Logistics & Purchasing

5 CAREER LADDERS

A career ladder groups jobs on the basis of focus and required competencies. It visualizes both vertical and horizontal career possibilities within the organisation.



STANDARD CLASSIFICATION

The Compas 5+1[®] evaluation methodology determines the Compas grade of each reference job. These grades group jobs that provide a similar added value to the organization and form the basis for other organisational processes such as reward.

19	
18	Senior Management
17	
16	Middle Management
15	
14	First-line Management
13	
12	High-level Employees
11	
10	Mid-level employees
9	
8	Lower-level employees
7	
6	
5	
4	
3	

JOB DESCRIPTIONS

The Job Grading Guide offers a qualitative description of every reference job by means of four key elements. These elements are the basis for matching your jobs to our own Hudson reference jobs, with consideration for your organisational context.

1 GOAL OF THE JOB

2 RESULT AREAS

3 CONTEXT

- Job(s) that is (are) managed.
- Job(s) that manage(s) this job.

4 LEVEL

Distinctions based on:

- size of the organisation
- complexity of the organisation
- position within the organisation
- degree of innovation
- impact of the job on the organisation
- specific technical knowledge

Job Grading Guide

Reference jobs white collars



FINANCES



		General	Audit	Budget & Control	Treasury	Tax	Accounting & Finance
Senior management	17	Finance Director					
Middle management	16		Audit Manager	Budget & Control Manager			
	15				Treasury Manager	Tax Manager	Accounting & Finance Manager
First-line management	14		Financial Auditor	Controller			
	13			Financial Analyst	Treasurer	Tax Specialist	Chief Accountant
High-level employees	12						
	11			Cost Accountant			Accountant
Mid-level employees	10			Credit Controller			
	9						
Lower-level employees	8						Accountant Assistant
	7						Accounting Employee

Management	Responsible for an activity or for part of the organisation and thereby leading, coaching and developing employees.
Project Management	Managing and realising one or several projects, by means of a coordinating or participating role.
Expertise	Executing activities that require a high level of know-how within a field. Mainly advisory responsibilities.
Relationship Management	Focused on account management, sales and the development and maintenance of a network within a commercial context.
Support	Providing support within a certain process for which no specific knowledge is required.

ACCOUNTANT



DOMAIN
FINANCES

SPECIALISATION
ACCOUNTING & FINANCE

CAREER LADDER
EXPERTISE

To carry out the accounting requirements in accordance with procedures stipulated by government, in order to have an accurate accounting position at all times.

KEY RESULT AREA

- Oversee posting and checking of entering purchase and sales invoices and bank actions to ensure that a correct and full processing of data can be guaranteed.
- Process incoming and outgoing invoices of a business unit and follow up the payment of invoices within a clear timing to ensure that correct and timely payments are made.
- Guarantee tax activities in partnership with the Chief Accountant, the Bookkeeping and Finance Manager or the Finance and Administration Managing Director to ensure that statutory accountancy and tax rules are respected.
- Draw up and process monthly and quarterly balance sheets and financial overviews to ensure that accountancy legislation is respected and management is provided with the correct data to execute policy.
- Assist management, make recommendations regarding the own specific area of expertise and perform ad-hoc tasks to ensure that the management has the support to realise their goals.
- Stay well-informed about the evolutions and developments related to accountancy, keep his/her knowledge up-to-date within the context of the amendments to regulations in order to strengthen his/her credibility by offering a service that is continuously based on updated knowledge.

CONTEXT

Job(s) that are managed: Functionally directs a limited team of assistant- accountants.

Job(s) that manage(s) this role: Chief Accountant or Accounting & Finance Manager.

ACCOUNTANT - COMPAS GRADE 10	ACCOUNTANT = COMPAS GRADE 11	ACCOUNTANT + COMPAS GRADE 12
		Functionally manages 1 to 10 employees
Bachelor - < 6 months of experience required	Bachelor - Minimum 1 year of experience required	Bachelor - Minimum 5 years of experience required
Organisation type: small Belgian organisation.	Organisation type: large Belgian organisation or division of a multinational.	Organisation type: large Belgian organisation or multinational.
Works according to clear-cut procedures and draws up basis reports on demand, executes standard accounting tasks.	Is a specialist with regard to accountancy and the accountancy system.	Draws up reports for the board on a local level and possibly on group level.
Has a good knowledge of accountancy and the accountancy system.		Actively participates in projects and treats complex cases.

Job Grading Guide

Reference jobs blue collars



MANUFACTURING & MAINTENANCE



Production

Maintenance

Production Planning/Preparation

		Production	Maintenance	Production Planning/Preparation
First-line management	14	Manufacturing Coordinator	Maintenance Coordinator	
	13			
High-level employees	12			
	11	Manufacturing Field Coach	Maintenance Field Coach	
Mid-level employees	10			
	9			Work Preparator (Manufacturing)
Lower-level employees	8	Manufacturing Line or Process Operator	Electrical Technician	
			Mechanical Technician	
			Electromechanical Technician	
			High & Low Voltage Technician	
			Automation Technician	
	7	Welder/Metalworker	Central Heating and Plumbing Technician	
		Turner/Miller	Steel Construction and External Joinery Technician	
			Interior Fitter	
			(Car) Mechanic	
	6	Manufacturing Machine Operator		

MANUFACTURING LINE OR PROCESS OPERATOR



DOMAIN

MANUFACTURING & MAINTENANCE

SPECIALISATION

PRODUCTION

CAREER LADDER

EXPERTISE

To take responsibility for the independent direction of the manufacturing process or manufacturing line of a complex groups of installations/machines, in order to realise the manufacturing planning and output.

KEY RESULT AREA

- Follow up and take responsibility for the manufacturing process or line to ensure that productivity can be optimised and guaranteed.
- Oversee technical aspects of the manufacturing process to ensure that you can guarantee a smooth and safe manufacturing.
- Check finished products to ensure that you can guarantee the best possible quality and performance standards.
- Supervise and support machine operators to ensure that together you form a well-functioning team.
- Adjust different machines to ensure that a smooth manufacturing output can be guaranteed.

CONTEXT

Job(s) that manage(s) this role: Shift Boss or Manufacturing Foreman.

MANUFACTURING LINE OR PROCESS OPERATOR - COMPAS GRADE 7	MANUFACTURING LINE OR PROCESS OPERATOR = COMPAS GRADE 8	MANUFACTURING LINE OR PROCESS OPERATOR + COMPAS GRADE 9
		Functionally manages 1 to 10 employees
Secondary Education - < 6 months of experience required	Secondary Education - Minimum 1 year of experience required	Secondary Education - Minimum 3 years of experience required
Works in a small assembly unit with less complex manufacturing processes, simple machines and/or simple products.	Is responsible for the manufacturing process or manufacturing line or complex group of installations/machines.	Is responsible for the manufacturing process or manufacturing line or complex group of installations/machines.
Is trained in all aspects of the manufacturing process.	Solves technical and coordination problems.	Is an expert with regard to the assigned manufacturing line.
Executes a number of administrative tasks.	Supervises the technical aspect of the manufacturing.	Makes profitability and quality calculations within complex manufacturing processes and gives advice.

Roles: explained



With « roles », instead of focusing on the specific job content or the job domain in which the employee is situated, we look at **the role** a person assumes within the organisation and what competencies are required to do so.

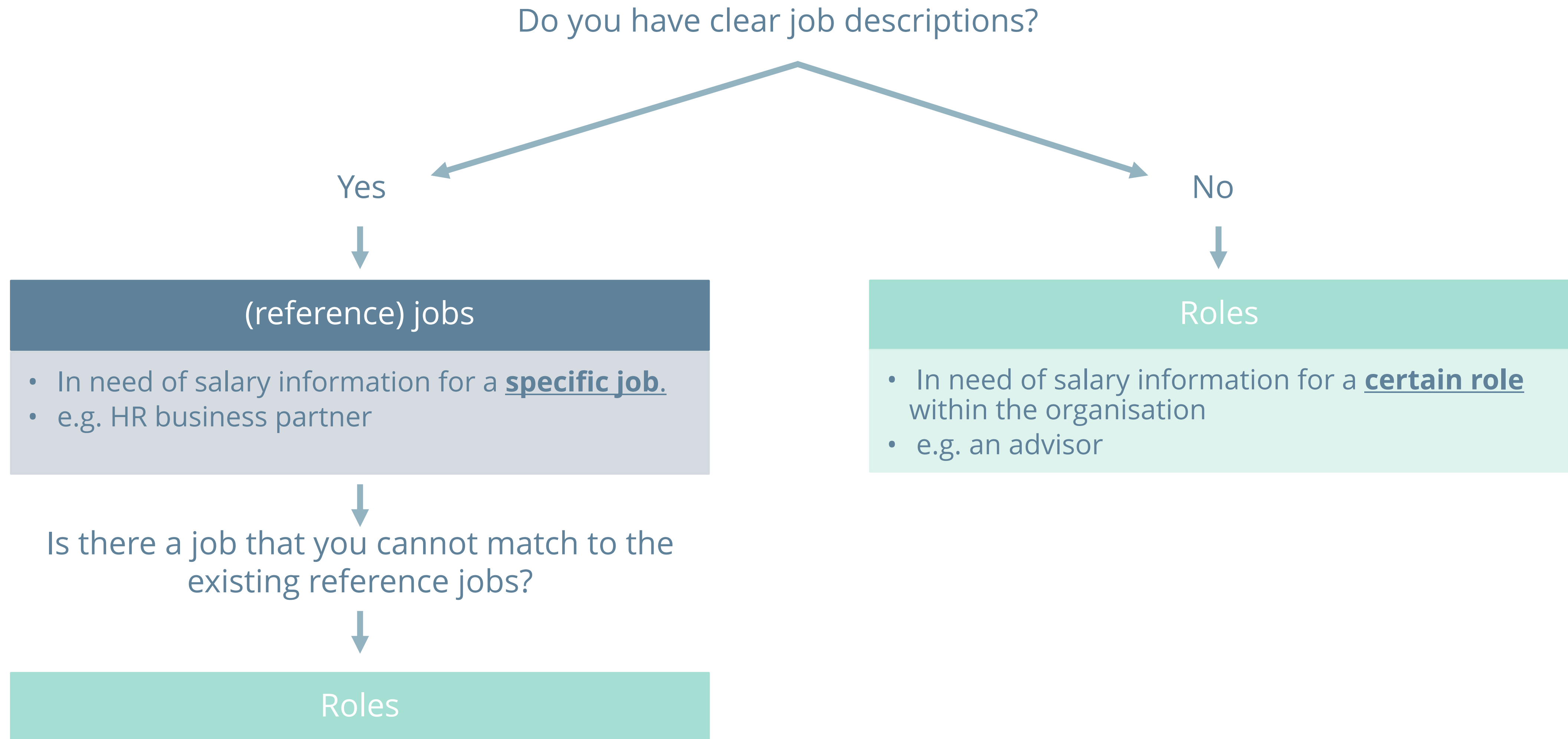
Each role consists of **2 possible grades**, depending on the complexity, autonomy, and/or impact of the responsibilities.

	People Management	Project Management	Expertise	Relationship Management	Support
19					
18	Director		Strategic Expert		
17					
16	Manager	Program Manager	Top Expert	Strategic Relationship Manager	
15					
14	Team Leader	Project Manager	Senior Expert	Relationship Manager	
13					
12	Coordinator	Project Officer	Expert	Relationship Officer	Support Expert
11					
10		Project Assistant	Specialist	Consultant	Senior Support Officer
9					
8			Technical Employee		Support Officer
7					
6					Support Employee
5					
4					Operative Employee
3					
2					

(Reference) Jobs vs. Roles



— How do you make a **choice** between (reference) jobs, roles?



Secured Data Transfer to Hudson



Powerful security that's simple to use

SendSafely is so easy to use, you won't even notice the sophisticated security at work behind the scenes.

The screenshot shows the Hudson login interface. At the top left is the Hudson logo. The main content area features a form titled "Email Verification Code Required". The form includes a text input field for "Your Email Address" containing "emmeline.lateur@hudsonsolutions.com", and another text input field for "Email Verification Code:". Below these fields is a green "Submit" button. At the bottom of the form, there are two checkboxes: "I agree to the SendSafely Terms of Service and Privacy Policy" (unchecked) and "Remember me on this device for up to 30 days" (checked).



Easy to use



Secure and GDPR compliant



Encrypted data

How to participate?



- Fill in our registration form
 - Receive a positive confirmation from your personal Hudson Reward Expert within 48 hours
 - Receive all the necessary documents, deadlines and explanations
 - Contact your Hudson reward expert in case of questions
- Register via the following link:

[CLICK HERE](#)



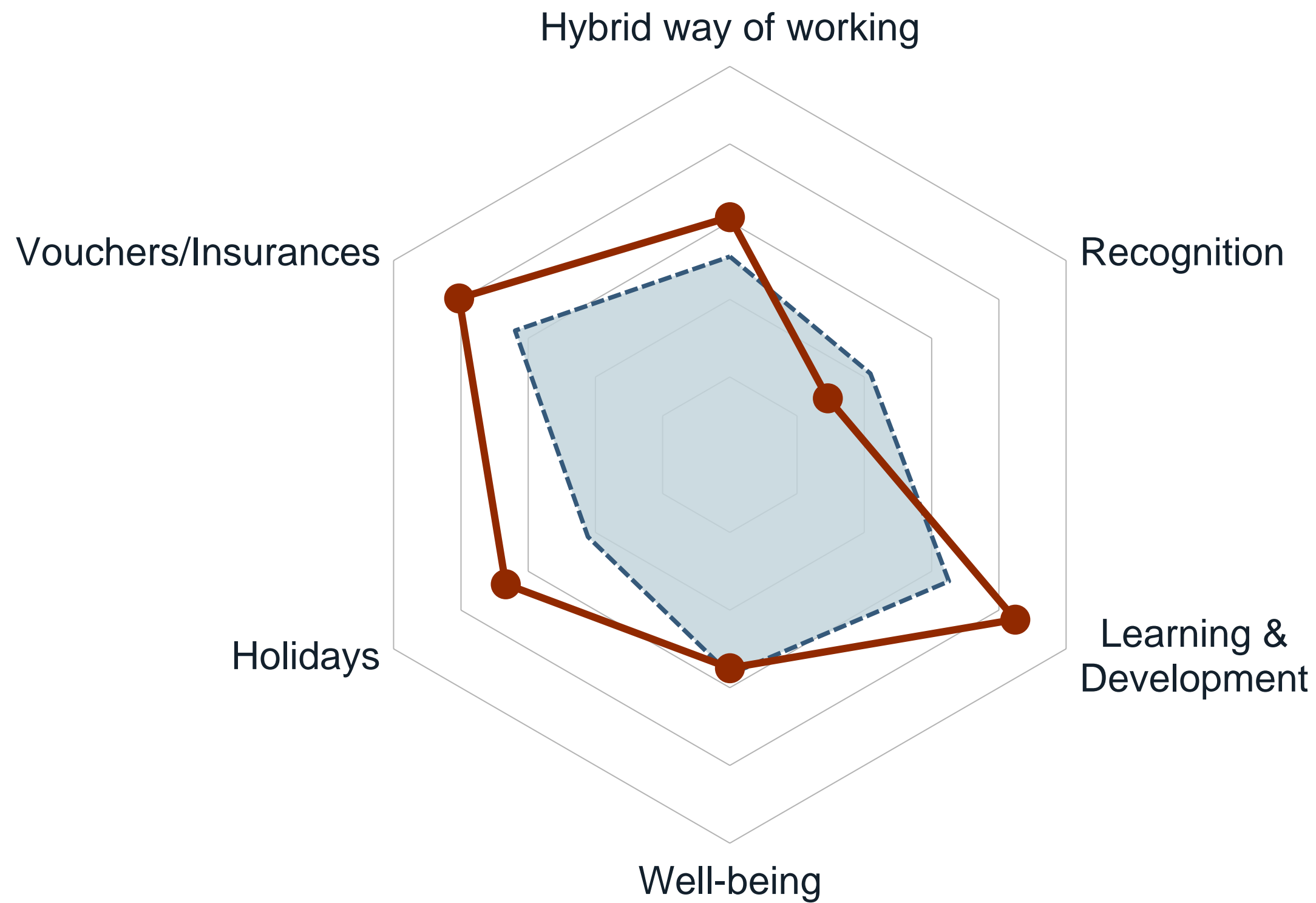


Available for purchase

Non-financials Benchmark



Comparison to the market



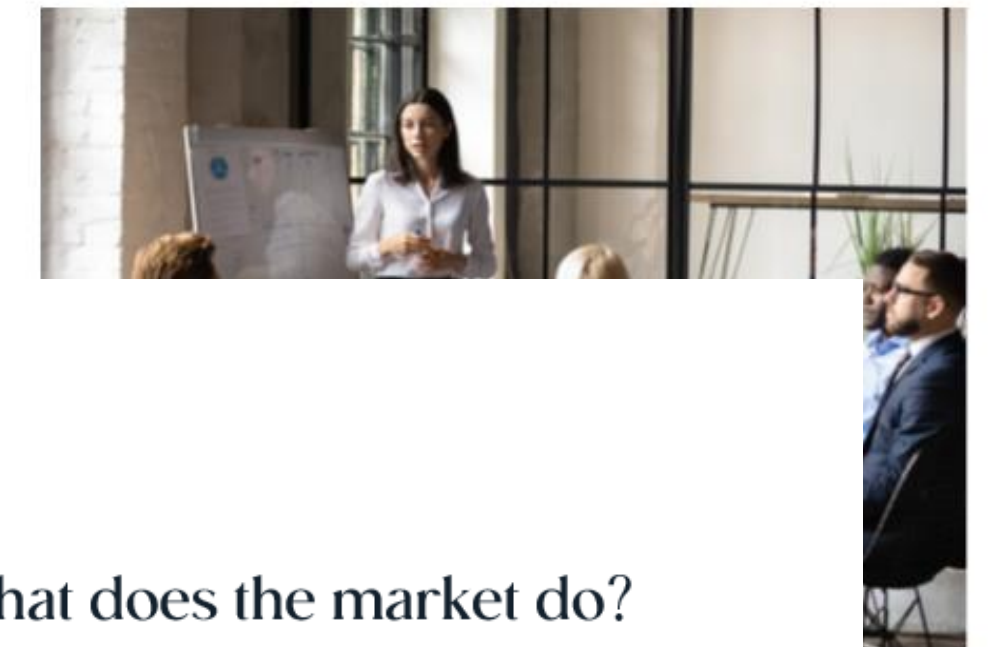
Market median

Org X

Learning & development

Non-financial benefits related to 'Learning & development' are very important for employee growth. We can see, for instance, that these benefits mainly impact the motivational drivers 'Career development' and 'Expertise'. In the MDQ, we thereby saw that 'Expertise' is one of the motivators to which respondents assigned the highest score.

Learning & development can be done through **training-on-the-job**, for instance, as well as through specific training courses or workshops organised **outside the workplace**. Some organisations go further than just providing training and education and set up individual pathways for their employees. In doing so, the needs of the individuals are always taken into account when deciding which training or courses employees can take.



Home office

Home office infrastructure

What does Organisation X do?

- ✓ Mouse
- ✓ Headset
- ✗ Keyboard
- ✗ Additional screen
- ✗ Ergonomic chair
- ✓ Phone with subscription (work/private use)
- ✓ Laptop
- ✓ Internet subscription

Conclusion

Organisation X scores well in terms of offering IT devices and offers most things that are also common in the market.

! Offering an ergonomic chair can ensure good well-being among employees. This can possibly be offered as part of the flexible remuneration plan.

What does the market do?

Initiatives to improve the home office



77% of the organisations generally offer initiatives for the improvement of the home office within the salary package

3 in 4 organisations offer a smartphone

59% offers employees a mobile phone/smartphone with subscription for professional and private calls.

1 in 3 offer an internet allowance

Maximum tax-friendly allowance is 20 euros per month and is in line with market amounts found in our survey.

Equal Pay Benchmark



Equal Pay Rapport M/V

ORGANISATION X

Equal Pay Gap – Catégorie de fonction



Salaire de base

Sr. Management	€ 400
Management	€ 380
Cadres supérieurs	€ 850
Cadres inférieurs	€ 710
Employés supérieurs	€ 100
Employés inférieurs	€ 80

Conclusion:

Uit de resultaten blijkt dat er een equal pay gap aanwezig is binnen elke functiecategorie. Echter, de grootste ongelijkheid tussen man en vrouw is binnen de kaderleden te vinden.

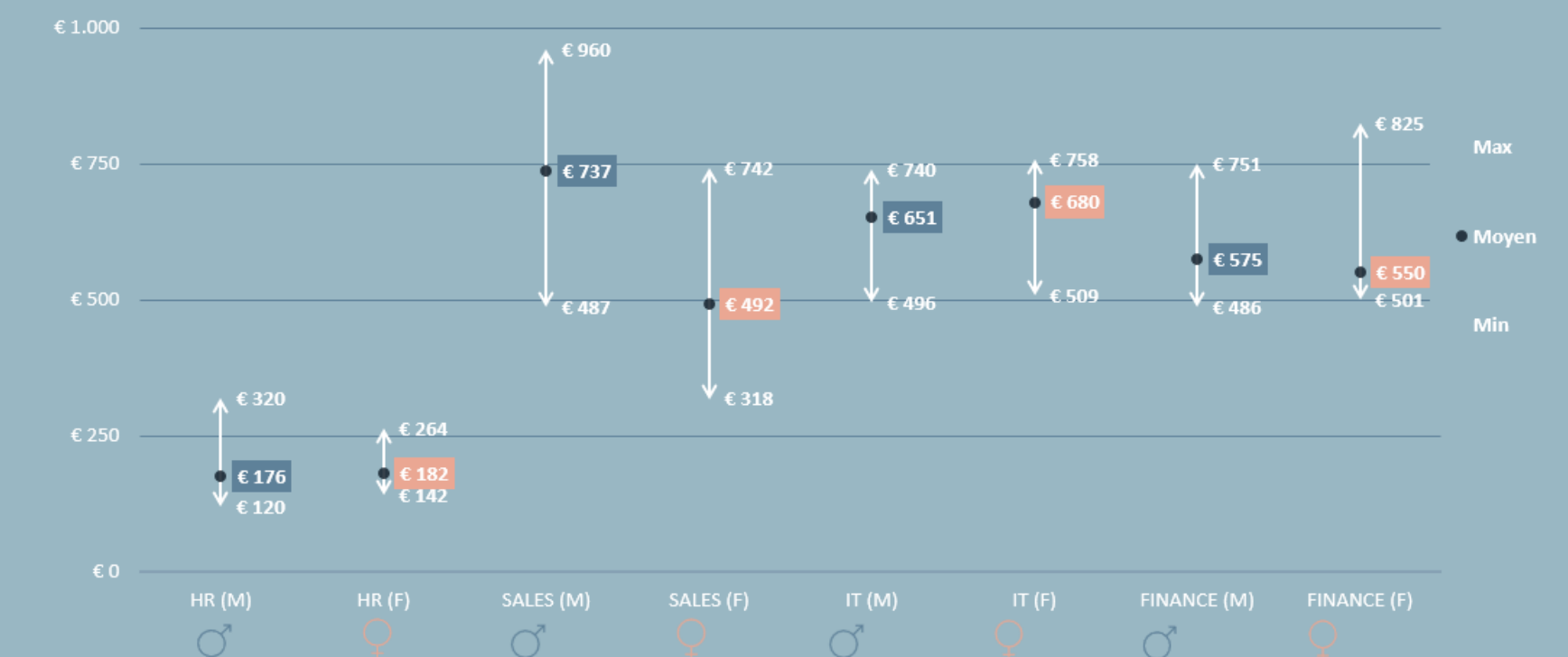
Bonus individuel

Sr. Management	€ 800
Management	€ 800
Cadres supérieurs	€ 1500
Cadres inférieurs	€ 1500
Employés supérieurs	€ 50
Employés inférieurs	€ 45

Conclusion:

Uit de resultaten blijkt dat er een equal pay gap aanwezig is binnen elke functiecategorie. Echter, de grootste ongelijkheid tussen man en vrouw is binnen de kaderleden te vinden.

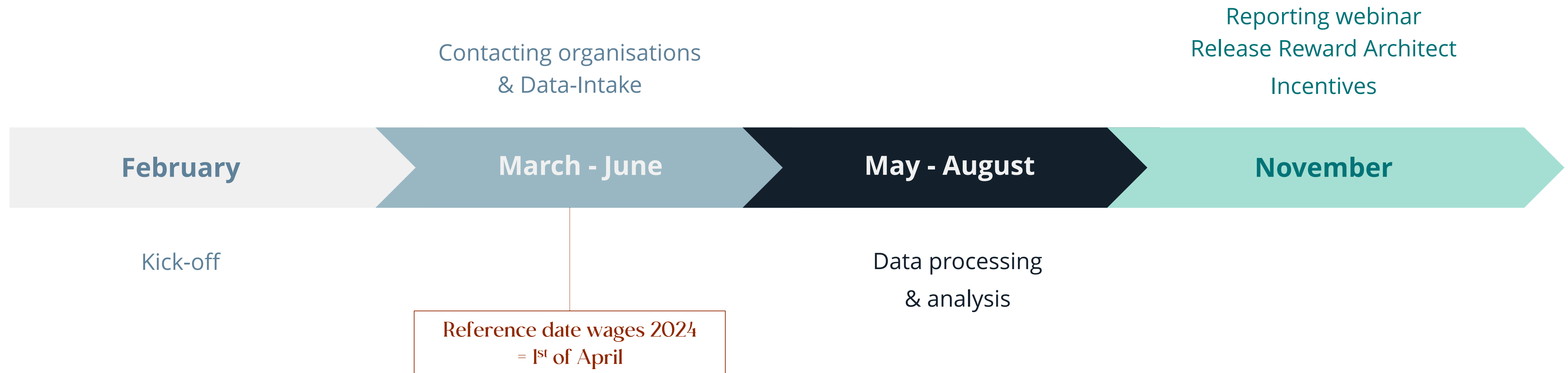
Equal Pay Gap – Analyse de dispersion Bonus individuel



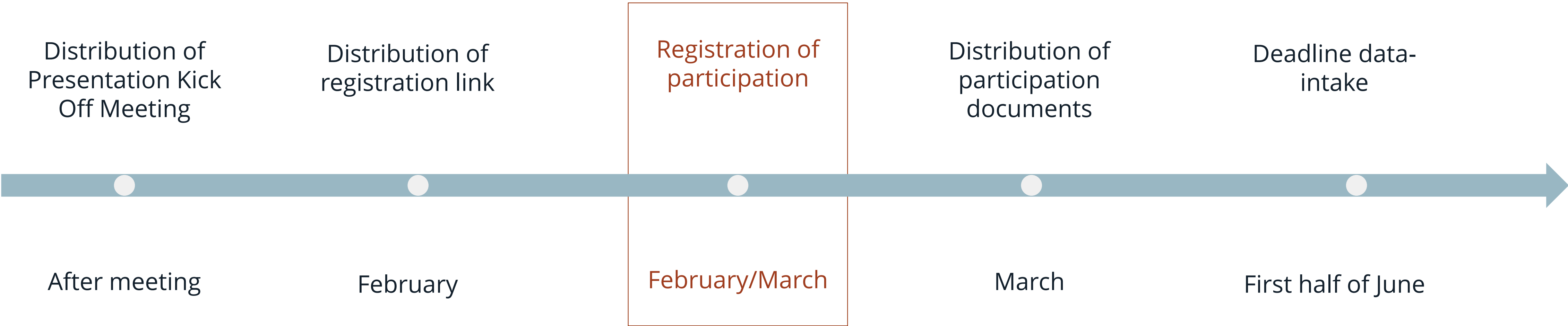


Schedule

Timeline 2024



Register & Participate



Hudson

Participants

Don't hesitate to contact us in case of questions



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